C4722-2
8/9/88

JUNE 6, 1988

CableVision

INFORMATION AND ANALYSIS FOR CABLE TELEVISION MANAGEMENT

BLACKOUT RULES RETURN

INTEREST RATES WOUND STOCKS

SUNNY DAYS AT WEATHER CHANNEL

WEAK LEGS ON CABLE-EXPOSED SHOWS

THE STATE OF M&A TODAY

AN INQUIRY INTO EEO: ANGRY VOICES, DEFERRED DREAMS

CableVision

FRONT LINE

Get ready for syndex 12
In a decision that some admitted was milder than was feared, the FCC adopts syndicated exclusivity rules allowing local broadcasters to impose blackouts on duplicated programming contained in distant signals. A one-year transition figures prominently in the decision.

CBS's big Olympic bid 16
Network and cable programmers were scratching their heads last week at what many believed was a generous bid•$243 million—by CBS for the 1992 Winter Olympics in Albertville, France. And many say the arrangement will preclude any cable link to the Games.

Cable stocks retreat 20
Rising interest rates and one analyst's gloomy prediction cause cable stocks to slide an average 5 percent, with some retreating 20 percent or more.

Gerry lands Wometco 21
Cablevision Industries, controlled by Alan Gerry, is acquiring Wometco from the Bass Group in a deal valued at $720 million, or $2,315 per sub. That works out to 12.5 times next year's cash flow.

Departments

Between the Lines 6
Cablescope 11
Stats 72-73
Classifieds 65
People 66
Products 69
Ad Index/From New York 71
Parting Words 74

PROGRAMMING

Blue skies at TWC 22
It used to be that mere mention of The Weather Channel prompted amused smiles, but now it seems that the Atlanta-based programmers has firmly entrenched itself as the CNN of the umbrella and galoshes crowd. And the profits certainly are there.

Afterlife after cable? 26
There's *Double Dare* and then there's everything else as programmers and syndicators begin testing the strength of shows moving through the cable window into broadcast. Some have legs, but few are winning any races.

LAW AND REGULATION

Must-carry: the survey 52
The FCC and the cable industry aren't getting along famously of late, and the freshest cause of irritation (outside of syndex) is a survey the commission intends to send to operators inquiring into signal carriage and channel repositioning in the post-*Quincey* world. Watch your mail.

Corr *Pompadur* *Leibowitz* *Waller* *Bell*

BUSINESS AND FINANCE

M&A today, part 2 54
The mergers and acquisition business is riskier these days, as a panel of experts warn in the concluding segment of our roundtable. The threat of new technology, new competitors and an uncertain economy make the M&A business a lively place to make a buck.

Cover photo by Candace Drake

COVER STORY

EEO: A dream deferred? 34
The expectations created in 1984 when cable became the first industry with statutory EEO obligations are beginning to cool in light of struggles by minorities and women to gain top positions in the business. Many wonder about cable's commitment to EEO, while others caution that failing to embrace equal opportunity may slow the industry's growth.

In EEO, high hopes meet a cold reality

Without a doubt this issue of *CableVision* will make many readers uncomfortable; some may even become livid after reading the package of reports that make up our inquiry into cable EEO. As one industry executive impatiently said, when asked for advice on how this sensitive subject should be treated, "Why do you have to write about that? No one wants to read about that stuff."

But that seems exactly to be the point. Few seem eager seriously to discuss equal employment opportunities in the cable industry, with the exception of a significant portion of the population which held such high hopes that it finally would be offered an open door into America's mass media.

The other media—print, radio, broadcast TV—were fully mature at the dawning of the civil rights movement. Few opportunities there. But cable was new to the scene, a fresh player with an open mind offering opportunities for minorities and women to grow as the business grew.

And in 1984, the industry made a historic commitment to EEO, becoming the first to accept statutory equal employment opportunity obligations. And the results since then have been encouraging: cable has outpaced broadcast in its percentage of minority and women workers and is within negligible percentage points of mirroring the national labor market.

Given that, why are we raising these questions? First, because recent trends indicate that the rise of minorities into executive capacities is noticeably slowing and in one major category, the top two job titles, the number actually is stagnant. Alarmingly, a number of cable entities are failing to achieve FCC certification as complying with EEO rules and next year could get popped with fines and license forfeitures. Just imagine how that would play out in your local press.

Second, and perhaps of greater significance, is the fact that current EEO guidelines on minority employment are based on 1980 census data. The explosion in the numbers of minorities in this decade is well documented, and will come home to roost on the cable industry when the 1990 census is completed. If you have trouble reaching 50 percent of parity now, just wait a couple of years; it won't get easier.

But as important as those cold numbers and percentages are to the cable business, a more human picture lingers after completing this inquiry, an image of 26 Kaitz fellows judged to be talented and capable of making important contributions who still await job offers. Just imagine their hopes, their expectations, their euphoria at being chosen. Now imagine the silence, the waiting, the sour taste in the mouth of a dream deferred.

The cable industry repeatedly has proven itself capable of adjusting and adapting to challenges. The EEO questions that now are being raised come from individuals who believe it offers great promise. That hope, that eagerness to help it succeed, should not be spurned.

—Steve Tuttle
Editor and Associate Publisher

CableVision

William McGorry
Publisher
Steve Tuttle
Editor, Associate Publisher
Josh Gordon
Associate Publisher/Ad Director

EDITORIAL

DENVER—Craig Kuhl, Bureau Chief; Roger Brown, Associate Editor
NEW YORK—Virginia Munger Kahn, Bureau Chief; Wayne Friedman, Senior Editor; Candace Drake, Associate Editor
Simon Applebaum, Asst. Managing Editor
WASHINGTON—John Wolfe, Managing Editor, Bureau Chief
WEST COAST—Fred Dawson, Contributing Editor

PRODUCTION

DENVER—Jeff Knight, Production Director; Don Ruth, Graphics Director; Elaine Callahan, Production Assistant; Debbie Van Dyke, Production Assistant

ADVERTISING

NEW YORK—Josh Gordon, Regional Sales Manager; Martha Martin, Promotion Director
DENVER—Jim Dickson, Regional Sales Manager; Judy Medley, Classified Sales Manager

CIRCULATION

SOLON—Dottie Sievers, 6521 Davis Industrial Parkway, Solon, Ohio 44139, (216) 248-1125.

OFFICES

DENVER—600 Grant St., Suite 600, Denver, Colo. 80203 (303) 860-0111; Fax: (303) 837-8625
NEW YORK—432 Park Ave. South, Suite 1109, New York, N.Y. 10016. (212) 213-3110; Fax: (212) 213-3126
WASHINGTON—1611 N. Kent Street, Suite 1000, Arlington, Va. 22209. (703) 247-3368; Fax: (703) 243-4190
WEST COAST—366 S. Morning Sun, Mill Valley, Calif. 94941. (415) 381-2900

Patrick Keleher
President/Chief Executive Officer
Janice L. Benesch, Controller

June 6, 1988
Volume 12, Number 45

ITCI
INTERNATIONAL THOMSON COMMUNICATIONS INC.

©International Thomson Communications Inc., 1988. All rights reserved. *CableVision* (USPC 547-410) (ISSN 0361-8374) is published biweekly by International Thomson Communications Inc., 600 Grant Street, Suite 600, Denver, Colorado 80203 -or- P.O. Box 5208-TA, Denver, CO 80217. June 6, 1988, Volume 12, Number 45. Subscription price: 1 year, $46.00; 2 years, $82.80. Outside USA 1 yr.-$124, 2 yr.-$205, 3 yr.-$274. PREPAYMENT IN U.S. FUNDS ONLY! Second-class postage paid at Cleveland, Ohio and additional mailing offices. POSTMASTER: Please send address changes to, *CableVision*, 600 Grant St., Suite 600, Denver, Colorado 80203.

ABP BPA

CBS raises eyebrows with steep Olympic bid

It's now doubtful cable will get any part of Games

By Wayne Friedman

NEW YORK—The picture is simple, and at the same time confusing. CBS bids $243 million to win the rights to the 1992 Winter Olympics in Albertville, France, while NBC offers $175 million. How can two networks be so far apart? All week long that question came up among programming executives, but no one was sure of the answer. One things appear sure, it's doubtful that cable networks will see any Olympic action come 1992.

Here's the CBS financial equation: Lawrence Tisch, president and CEO of CBS, says inflation will help increase the package's value over the next four years.

He estimates an inflation rate of 4 percent a year over four years, compounded at roughly 20 percent. So in current dollars CBS will spend $66 million less than ABC paid for this year's Calgary Winter Games. The bottom line: "That's about $128 million less than ABC paid for Calgary in 1988," says Tisch. Tisch also notes that the streamlining of CBS, by selling off chunks of non-broadcasting related business, has given the company a $2 billion to $3 billion cash horde, making this bid a limited financial risk. "I think it's going to be profitable for CBS," he says. "At worst, it will be breakeven."

Still, there's that $68 million difference between NBC's and CBS's bids. That prompted Steve Grubbs, senior vice president and director of national television buying BBDO, to comment, "Maybe the other guys underbid." CBS and the International Olympic Committee have suggested that in reality NBC's bid was higher than $175 million because it included a split in revenues with the Albertville Olympic Committee of anything over $325 million in ad revenues.

If that level of revenue were realized, then the rights fees would also increase to a top level of $210 million, if NBC had received the rights to air the games.

For CBS' $243 million offer, Burt Zeldin, vice president/Olympic sales and marketing for NBC, thinks its going to be a bumpy road for CBS to travel. If you add about $100 million in production costs plus other expenses, he roughly calculates that CBS will need to put away $400 million in business to arrive in black ink for the Games.

And considering ABC only wrote up $325 million for the current Calgary games, and lost over $60 million, the advertising environment needs to be very buoyant in four years for CBS to come out ahead.

CBS executives admit that winning the Olympics will be important in its drive to rise out of the ratings cellar. The bid, therefore, was big enough to make sure the games would come their way. One advertising buyer thinks this was a good long-term strategic move on CBS' part. He says more emphasis will be placed on quality special events in the future, such as the Olympics, as network there continue to erode for competing technologies and as affiliates continue to preempt in increasing numbers with non-network syndicated programming.

From an economic standpoint, this doesn't spell good news for a cable network getting a piece of Olympic action in 1992. Neal Pilson, president of CBS Sports, says the bid wasn't predicated on selling off some of the events to cable to make economic ends meet.

Pilson noted, however, that he had some discussions with cable networks before the International Olympic Committee decision.

All this leads to the question, does CBS remotely need cable to make the Olympics work? "Absolutely not," says Seth Abraham, senior vice president of programming operations and sports for HBO.

But at the same time, he says, "It's very hard to say what the advertising scene will be like in 1992," which could bring cable back in the picture. Abraham also agrees with Pilson's assessment that, compared with the summer Games, only a handful of winter events really bring in the American viewer. Those include figure skating, skiing, hockey and speed skating.

There is a broader industry question of cable-broadcast collaboration. Finding synergy between a broadcasting network and cable programmer in airing the same event can be difficult. Abraham cites production run-ins in past years with NBC when HBO was producing its early-round coverage of the Wimbledon tennis event.

In addition, when ABC originally was planning the Calgary Olympics coverage, $50 million worth of its entire package was to be budgeted to its cable network, ESPN. According to Jim Spence, a former senior vice president of ABC Sports, it didn't work out because of the limited number of events.

At the same time, he says, NBC continues to mull over Turner Broadcasting's bid to air 70 hours of Olympic coverage over WTBS or Turner Network Television. ■

Paying the Olympic Gold

WINTER OLYMPICS

Year	Network	Location	Rights Fee	Prog. hours
1960	CBS	Squaw Valley, USA	$ 50,000	15
1964	ABC	Innsbruck, Austria	$597,000	17¼
1968	ABC	Grenoble, France	$2.5 mn	27
1972	NBC	Sapporo, Japan	$6.4 mn	37
1976	ABC	Innsbruck, Austria	$10 mn	43½
1980	ABC	Lake Placid, USA	$15.5 mn	53¼
1984	ABC	Sarajevo, Yugoslavia	$91.5 mn	63
1988	ABC	Calgary, Canada	$309 mn	94½
1992	CBS	Albertville, France	$243 mn	100+*

SUMMER OLYMPICS

1960	CBS	Rome, Italy	$394,000	20
1964	NBC	Tokyo, Japan	$1.5 mn	14
1968	ABC	Mexico City, Mexico	$4.5 mn	43¾
1972	ABC	Munich, W. Germany	$7.5 mn	62¾
1976	ABC	Montreal, Canada	$25 mn	76½
1980	NBC	Moscow, USSR (planned)	$87 mn	150
1984	ABC	Los Angeles, USA	$225 mn	180
1988	NBC	Seoul, South Korea	$300 mn	179½

*estimate

Pay-Per-View Supply Chart

June

Source

Apprentice To Murder (6/16) — HBO Enterprises
MPAA Rating: PG13 Running Time: 95 mins.
Cast: Donald Sutherland, Chad Lowe.

Baby Boom (6/16) — MGM/UA
MPAA Rating: PG Running Time: 110 mins.
Cast: Diane Keaton, Harold Ramis, Sam Wanamaker.

Can't Buy Me Love (6/16) — Touchstone
MPAA Rating: PG13 Running Time: 94.11 mins.
Cast: Patrick Dempsey, Amanda Peterson.

High Tide (6/18) — HBO Enterprises
MPAA Rating: PG13 Running Time: 104 mins.
Cast: Judy Davis, Jan Adale.

House of Games (6/1) — Orion
MPAA Rating: R Running Time: 102 mins.
Cast: Lindsey Crouse, Joseph Mantegna.

The Killing Time (6/16) — HBO Enterprises
MPAA Rating: R Running Time: 96 mins.
Cast: Beau Bridges, Keifer Sutherland.

Like Father Like Son (6/23) — Tri-Star
MPAA Rating: PG13 Running Time: 97 mins.
Cast: Kirk Cameron, Dudley Moore, Margaret Cohn.

A Prayer For The Dying (6/1) — Samuel Goldwyn
MPAA Rating: R Running Time: 107 mins.
Cast: Mickey Rourke, Alan Bates, Bob Hoskins.

The Princess Bride (6/1) — 20th Century-Fox
MPAA Rating: PG Running Time: 98 mins.
Cast: Carey Elwes, Robin Wright, Carol Kane, Billy Crystal.

The Principle (6/1) — Tri-Star
MPAA Rating: R Running Time: 108.05 mins.
Cast: Louis Gossett Jr., James Belushi.

Positive I.D. (6/23) — Universal
MPAA Rating: R Running Time: 96 mins.
Cast: Stephanie Rascoe, John Davies, Steve Frombolz.

Running Man (6/24) — HBO Enterprises
MPAA Rating: R Running Time: 100 mins.
Cast: Arnold Schwarzenegger, Richard Dawson.

Steel Dawn (6/11) — Vestron
MPAA Rating: R Running Time: 101 mins.
Cast: Patrick Swayze.

Taffin (6/28) — MGM/UA
MPAA Rating: R Running Time: 96 mins.
Cast: Pierce Brosnan, Ray McAnally, Alison Doody.

The Witches of Eastwick (6/8) — Warner Bros.
MPAA Rating: R Running Time: * mins.
Cast: Jack Nicholson, Cher, Susan Sarandon.

July

Source

Biggles-The Adventures in Time (7/1) — New Century/Vista
MPAA Rating: PG Running Time: 87.51 mins.
Cast: Alex Hide-White, Fiona Hutchinson, Peter Cushing.

Hello Again (7/21) — Touchstone
MPAA Rating: PG Running Time: 96 mins.
Cast: Shelley Long, Courbin Benson, Judith Ivey.

Hope and Glory (7/1) — Columbia
MPAA Rating: PG13 Running Time: 113 mins.
Cast: Sarah Miles, David Hayman, Derrick O'Conner.

Ironweed (7/22) — HBO Enterprises
MPAA Rating: R Running Time: 120 mins.
Cast: Jack Nicholson, Meryl Streep.

Leonard Part 6 (7/15) — Columbia
MPAA Rating: PG Running Time: 83 mins.
Cast: Bill Cosby, Tom Courtney, Gloria Foster.

Nuts (7/27) — Warner Bros.
MPAA Rating: R Running Time: 116 mins.
Cast: Barbara Streisand, Richard Dreyfuse, Maureen Stapleton.

Orphans (7/1) — Lorimar
MPAA Rating: R Running Time: 115 mins.
Cast: Albert Finney, Mathew Modine, Kevin Anderson.

Overboard (7/1) — MGM/UA
MPAA Rating: PG Running Time: 112 mins.
Cast: Goldie Hawn, Kurt Russell, Edward Herrmann.

Rent A Cop (7/1) — HBO Enterprises
MPAA Rating: R Running Time: 110 mins.
Cast: Burt Reynolds, Liza Minelli.

Siesta (7/14) — Lorimar
MPAA Rating: R Running Time: 97 mins.
Cast: Ellen Barkin, Isabelle Rossellini, Gabriel Bryne.

The Underachievers (7/22) — Vestron
MPAA Rating: NR Running Time: 91 mins.
Cast: Edward Albert, Barbara Carrera, Lee Arenberg.

Note: Running times are approximate.
NR indicates film not rated by MPAA.
* Unavailable at presstime.

Film information provided to International Thomson Communications Inc. by distributors.

Pay-Per-View Services Profile

	LAUNCH	DELIVERY	ENCRYPTION	PROGRAMMING	SUBSCRIBERS
Cable Video Store	April 1, 1986	Galaxy III, tr.5	VideoCipher II	Movies, how-to's, special events. 24 hours per day, ap prox. 50 titles per month	Available in systems serving 1,000,000 addressable subscribers.
Home Premiere Television	December 4, 1987	Galaxy III, tr. 16	VideoCipher II	First-run movies, special events.	Available in systems serving 2,400,000 subs. (1.2 million addressable).
Playboy On Demand	September 1, 1987	Satcom IV, tr.24	VideoCipher II	Original Playboy programs and adult motion pictures.	Available in systems serving 1,000,000 addressable subscribers.
Request Television	November 27, 1985	Galaxy I, tr. 12	VideoCipher II	Min. of four major motion pictures per week over 14 day cycle, special events	Available in systems serving 4 million subs. (2.8 million addressable).
Viewer's Choice	November 26, 1985	VC-1: Galaxy III, tr. 21, VC-2: Galaxy III, tr. 18	VideoCipher II	Channels I & II: First-run movies, special events	Available in systems serving over 3 million subs.
Zap! Movies	June 5, 1986	*Spacenet II, tr.1,3,11,23*	VideoCipher II	Channel 1: 2 movies per week, the newest and top-selling. Channel 2: Cult favorites, and top of the charts video store sellers. Channel 3: Additional plays of movies on 1 & 2 (frequency channel).	Available in systems serving 160,000 subs (60,000 addressable).

Corporate America's color line

1990 census looms as industry struggles to meet current guidelines

By Craig Kuhl

DENVER—Minorities and women seeking job opportunities in the cable industry believe they are not getting the fair shake promised by the Cable Act, which calls for "vigorous enforcement of its policy of equal opportunity." And the consequences to the cable industry could be damaging, according to interested parties and the Federal Communications Commission.

Several MSO employee units have been found in non-compliance with EEO guidelines by the FCC for the last two years. A third year of non-compliance in 1988, under the terms of the Cable Act, could bring fines of $200 a day and possible suspension of cable auxiliary relay service licenses. Those fines and license suspensions would continue until the FCC determines that the company is making a genuine effort to comply with EEO provisions. Those determinations likely would not be made by the FCC until mid 1989.

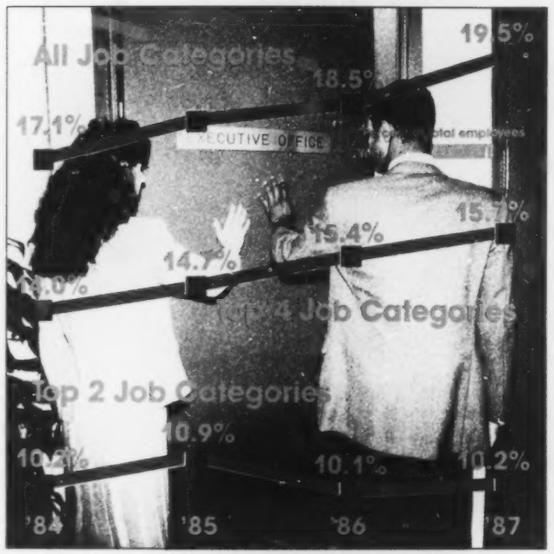
In the past year just six Kaitz fellows have been placed out of 32 eligible.

But many believe the industry would suffer far more from adverse publicity and diminished community good will than from the payment of fines or forfeitures.

Beyond the statutory requirements for equal opportunity, however, lies a deeper, more complex issue. It now is being widely asked just how genuine the cable industry is in hiring and promoting minorities and women. Industry sources suggest that most companies are more interested in simply staying out of trouble; few companies seem to be seriously embracing the concept of equal employment opportunity, practiced on a continuing basis.

To comply with EEO regulations, cable employee units (which include corporations, partnerships, associations, joint-stock companies or trusts) with six or more employees are reviewed according to the relative available minority work force at their base of operations. This available work force is based on the 1980 census. In 1990 a new census will be completed, and will reflect the explosive growth among

See **EEO**, *page 42*



Cable EEO: A dream deferred?

By Virginia Munger Kahn

NEW YORK—All one has to do is look around the banquet hall at any Kaitz Foundation dinner for subjective evidence of the cable industry's record for recruiting and promoting senior black executives. Among the more than 800 high-level executives at the most recent dinner here, the number of blacks in attendance who were not Kaitz fellows probably could be counted on two hands.

"The cable industry has a deplorable record," said one senior executive. Noted another: "The cable industry has not been a place where blacks have been able to rise to significant positions."

Only one black heads a Fortune 1,000 company.

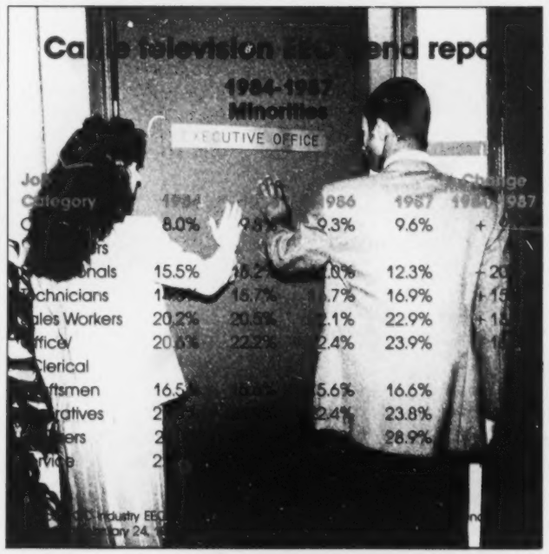
But it's not only the the cable industry that has this problem. As a high-level educational study commission, whose members included former presidents Ford and Carter, reported in Washington last week, minorities face what seem to be mounting barriers in getting hired and promoted across corporate America. Only one black heads a Fortune 1,000 company, and the closest blacks have come to the top job at a Fortune 500 company is one man—Jerry Williams, who is president of AM International and next in line to be chairman.

The results seem particularly discouraging in light of the 20 years that have passed since the civil rights movement. Within the cable business, the last six to eight years have seen the industry blossom, opening many new opportunities for young, aspiring managers, and yet the number of blacks who have risen into top posts with the expansion of the business has been proportionately small.

Executives within the industry cite a number of factors for this, but at bottom many reasons translate into a perceived institutional racism, which means anything from out-and-out discrimination to a *laissez faire* attitude toward minority hiring and promotion.

"It just hasn't been a management priority," says Gayle Greer, a 10-year veteran of the business who now is vice president for central operations at American Television and Communications. "It's not maliciously exclusive. It's just not important," she says.

Part of the problem is that many senior executives rarely come into contact with blacks at a high level. They don't



See **Executives**, *page 40*

Warily watching minority numbers

By John Wolfe

WASHINGTON—Despite legitimate gains during the past two years, the cable industry's minority hiring and recruitment efforts can and should be improved, according to congressional leaders, regulatory officials and EEO advocates.

Cable leaders note that the industry's employment of minorities is comparable to the national average, and has increased steadily since 1984. But they, too, acknowledge that the industry must do more to identify, train and provide opportunities for qualified women and minority employees.

"We recognize as an industry that we do have moral as well as legal obligations, and we take them seriously," National Cable Television Association President James Mooney told the House telecommunications subcommittee recently. "Your comments aren't just rolling off our backs," he told the concerned legislators.

90 cable units were found not to be in compliance with the Cable Act's EEO provisions.

Cable is the only communications industry with codified EEO obligations, the result of a compromise written into the 1984 Cable Act which requires cable companies to establish active EEO programs. In addition, systems with six or more full-time employees must file annual reports with the Federal Communications Commission, listing the race and sex of employees in nine job categories.

The law requires the FCC to certify annually that each cable system is in compliance with the Cable Act's EEO provisions, and instructs the commission to investigate the employment practices of each system at least once every five years. If a cable system is denied certification three times during any seven-year period, the Cable Act authorizes the FCC to impose fines and possibly suspend the operator's cable auxiliary relay service licenses.

The FCC officially amended its EEO rules to conform with the Cable Act in September 1985, announcing that it would use its "existing processing guidelines"—requiring employment of women and minorities at 50 percent of

See **Congress**, *page 44*

Executives, *from page 35*

have the opportunity to become acquainted with potential candidates for promotion and that lack of knowledge breeds uncertainty and misunderstanding.

"It's convenient to exclude," says one executive, echoing the sentiments of others. Due to an apparent lack of understanding and the persistence of stereotypes, particularly about black males, he believes white executives feel threatened by upwardly mobile black men.

Michael Sims, senior vice president for operations at Warner Cable, notes that promotions represent a substantial degree of career risk to the person doing the promoting. Elevating a black man or woman to a senior position adds still another element of volatility—the perception that the promotion is intended to "make a social statement."

In an effort to minimize the perceived risk, minority executives who have made it say a critical element in their career advancement has been to take only those jobs with direct responsibility for profits and losses. "I have always told my bosses that I want to be in a position to win a million dollars or lose a million dollars for them," says Sims. "There's more risk in line positions," he says, but the rewards are there also.

But even then, black executives say they have been passed over for promotions as candidates who are no more qualified have been moved ahead of them or hired from the outside. The concept that one needs direct experience before promotion is a double-standard when it comes to blacks and women, Greer contends. "A lot of men without line experience get put into those (upper level) positions," she says. "There is a willingness to take the risk" when it comes to white males that is not apparent with blacks and women, Greer notes.

In addition, say these sources, even getting line jobs as opposed to staff positions is difficult. Nate Garner, former general manager of the Paragon Cable systems in Manhattan and a six-year veteran of the industry, says it is common for headhunters to call looking for blacks to fill human resources positions or public relations slots, but rarely does he receive an opportunity to go after a director of operations job.

"There is not an inclination for people to have blacks go into jobs where they need to depend on them for success or failure," he says.

While most executives say they rarely see overt racism in their day-to-day dealing with other people, the real problem arises when it comes to hiring and promotion. It is there that discrimination, even unintentionally, has its best opportunity to effect decisions. One executive notes that many people believe they really are hiring the best candidate.

What they do not realize is that often they approach the decision from a frame of reference that excludes people who are different.

At least one executive said he could cite several examples of qualified blacks being denied promotions they deserved. He pointed to Garner specifically, noting that he ran the Paragon system for nine months before he got the title of acting general manager.

Another senior executive recently was passed over for division president

after having served as a vice president of operations for several years.

Garner himself, who professes a continuing admiration for the company that used to employ him, says he had viewed that job as a natural extension of his experience. "It was a line opportunity I wanted and I worked hard for it."

But as one executive put it, "you can always point to a variety of other factors" why that promotion did not come through, but the bottom line is that someone who was qualified did not get the nod.

Ironically, the parent of the company Garner worked for, Time Inc., is considered among the more sensitive companies in the industry to minority concerns. Some executives observed that large corporations that moved into cable after they had been operating for several years have a better record on minorities than those MSOs that have grown into today's large companies. Time, Warner Communications and Westinghouse, which is no longer in the business, have had to comply with government EEO regulations longer than many of today's new giants.

Yet even there executive caution the record is nothing to write home about. "It's comparing companies that are doing nothing with companies that are doing something... the comparisons are so narrow" said Greer.

What will change the situation is pressure by people, the government and the media, these executives say. One of the key problems, and therefore one of the solutions, is the continuing existence of the old-boy network. The more black executives move into high-level positions with the authority to hire people, the more such a network can begin to work for them.

Several black executives said they make a conscious effort to bring qualified, young blacks into their organizations. Stan Thomas, senior vice president for affiliate relations at HBO, credits colleague Donald Anderson for bringing him in and for attracting other black executives to the company.

Thomas also stresses the importance of having leadership at the top of the company committed to the effort, and he points to Nick Nicholas, Time Inc.'s president and chief executive officer, as playing a significant role in attracting top-level black executives to Time.

Senior executives also continue to support the efforts of organizations such as the Walter Kaitz Foundation and the National Association of Minorities in Cable as key tools for network building and active recruitment of minorities.

But the bottom line change that must happen before any of these other factors can really leapfrog the statistics on minority advancement is that the leadership of the industry itself must commit itself to the issue.

ATC's Greer calls it a "paradigm shift" in the workplace, in which the model that companies strive to emulate is that of a multi-cultural work environment.

As several executives note, the cable industry has shown that once it sets its mind to something, it achieves it, whether it's getting the NFL, keeping Ted Turner in cable's hands or getting the Cable Act passed.

That same level of effort has yet to be expended on the issue of black participation in the industry at its highes levels, they say. ■

Satellite Lineup

Satcom III-R (GE Americom)	**Transponder**
Arts & Entertainment	24
BET	20
Cable Radio Network	4
Cinemax (West)	23
ESPN (Blackout)	7
The Fashion Channel	1
Financial News Network	4
Genesis Storytime	3
HBO (West)	13
Home Shopping Network	22
The Learning Channel	2
Lifetime	17
National Jewish Television	18
QVC Network	8
Reuter Monitor Service	18
Shop Television Network	5
Tempo Sound	6
Tempo Television	6
The Travel Channel	16
Trinity Broadcasting Network	3
TV Decisions	24
USA Network (West)	10

Satcom IV (GE Americom)	**Transponder**
Alternate View Network	10
American Movie Classics	10
America's Value Network	5
Biznet	6
Bravo	2
Family Guide Network	24
The Fashion Channel	14
Gospel Music Network	3
Hit Video USA	18
Home Shopping Network 2	1
Home Sports Entertainment	11
Home Team Sports	22
Liberty Broadcasting Network	7
Madison Square Garden Family Network	6
Movietime	17
New England Sports Network	13
Nickelodeon (West)	4
Nostalgia Channel	21
The Playboy Channel	24
Playboy On Demand	24
Prime Ticket	20
The Silent Network	23V
SportsChannel-New England	23
SportsVision	9
WPIX—New York	19

Satcom F2 (GE Americom)	**Transponder**
WABC	4
WCBS	2
WNBC	12

Satcom F4 (GE Americom)	**Transponder**
KTVT (Dallas/Ft.Worth)	3

Westar III (Western Union)	**Transponder**
CNN	5

Westar IV (Western Union)	**Transponder**
Atlantic City Horse Racing	6
Cable News Network (CNN)	16
Catholic Telecommunications Network of America	11
National Christian Network	2
International Television Network	10D
Public Broadcasting Service	15, 17, 21, 23
Texas State Network	2

Westar V (Western Union)	**Transponder**
Moody Broadcasting Network	7D
Pro-Am Sports System (PASS)	8
The University Network	2
Zephyr Weather Information Service	7D

Telstar 303 (AT&T)	**Transponder**
American Exxxtasy	19

Galaxy I (Hughes)	**Transponder**
CBN Cable Network	11
Cinemax (East)	19
CNN	7
Country Music Television	13
The Discovery Channel	22
The Disney Channel (East)	4
(West)	24
Electra	18
ESPN	9
Galavision	20
HBO (East)	1,23
Headline News	8
The Inspirational Network (PTL)	17
The Movie Channel (East)	10
(West)	14
The Nashville Network	2
Prevue Guide	3
Request Television	12
Seeburg Adult Contemporary	3
Seeburg Contemporary Instrumental	3
Showtime (East)	5
Showtime (West)	16
Univision	6
USA Network (East, Central)	21
WGN	3
WWOR	15
WTBS	18

Galaxy III	**Transponder**
ACTS Satellite Service	7
Cable Value Network	9
Cable Video Store	5
C-SPAN	24V
C-SPAN II	14V
Eternal Word Television Network	10
Galactic Radio	11
Home Premiere Television	16
Lifetime	20
The Meadowlands Racing Network	17
Mind Extension University	11
MTV	17
Nick At Night	19
Nickelodeon	19
NuStar	12
Video Hits One (VH1)	15
Viewer's Choice 1+2	21,18
The Weather Channel	13

Spacenet I (GTE)	**Transponder**
SelecTV	2

Spacenet II (GTE)	**Transponder**
SelecTV	5
Zap! Movies 1,2,3	2,1,12
ZaPreviews	6

Note: A company name in parentheses following a service or network designates the transponder owner. Source: International Thomson Communications Inc.

Top 100 MSO's

Rank	Multiple system operator	Basic subs	
1.	Tele-Communications Inc.	5,200,000	(12/87)
2.	American Television and Communications Corp.	3,780,000	(5/88)
3.	Continental Cablevision	2,184,000	(3/88)
4.	Storer Cable Communications	1,480,000	(3/88)
5.	Cox Cable Communications	1,441,849	(3/88)
6.	Warner Cable Communications Inc.	1,405,349	(12/87)
7.	Comcast	1,342,500	(1/88)
8.	United Cable	1,198,370	(4/88)
9.	Newhouse Broadcasting	1,080,789	(12/87)
10.	Viacom Cablevision	1,068,436	(2/88)
11.	Cablevision Systems Corp.	1,052,207	(4/88)
12.	Heritage Communications Inc.	1,049,736	(4/88)
13.	Jones Intercable	1,012,602	(4/88)
14.	Times Mirror Cable Television Inc.	983,541	(4/88)
15.	Sammons Communications Inc.	827,652	(2/88)
16.	UA Cablesystems Corp.	814,288	(4/88)
17.	Century Communications Corp.	680,400	(3/87)
18.	Paragon Communications	677,000	(4/88)
19.	Cooke Cablevision	618,042	(3/88)
20.	Cablevision Industries	598,081	(4/88)
21.	Adelphia Communications	594,315	(3/88)
22.	Telecable Corp.	533,196	(3/88)
23.	Rogers Cablesystems Inc.	529,708	(12/87)
24.	Centel Cable	524,859	(1/88)
25.	Daniels & Associates	521,713	(3/88)
26.	Scripps-Howard	430,990	(12/87)
27.	Wometco Cable TV Inc.	429,662	(5/88)
28.	Post-Newsweek	390,579	(4/88)
29.	Prime Cable Corp.	381,938	(3/88)
30.	Multivision Cable	381,398	(3/88)
31.	Falcon Cable TV	343,000	(2/88)
32.	TCA Group	337,999	(1/88)
33.	Lenfest Group	327,378	(4/88)
34.	Multimedia Cablevision	313,167	(4/88)
35.	Maclean Hunter Cable TV Ltd.	309,318	(2/88)
36.	Tele-Media	300,384	(3/88)
37.	WestMarc Communications	267,353	(3/88)
38.	Rifkin & Associates	260,000	(10/87)
39.	Colony Communications Inc.	258,830	(4/88)
40.	Western Communications	250,019	(3/88)
41.	TKR Cable Co.	246,624	(4/88)
42.	Simmons Communications	229,738	(4/88)
43.	Communications Service Inc.	225,000	(4/88)
44.	Star Cablevision Group	224,471	(3/88)
45.	Cencom Cable	221,896	(4/88)
46.	Service Electric Cable TV Inc.	205,000	(11/87)
47.	Hauser Communications Inc.	196,000	(2/88)
48.	Taft Cablepartners	194,463	(1/88)
49.	Greater Media	163,924	(4/88)
50.	Media General Inc.	163,000	(2/88)
51.	Columbia International	161,243	(4/88)
52.	Harron Communications	158,982	(1/88)
53.	Sutton Capital Corp.	152,053	(11/87)
54.	Palmer Communications	146,411	(4/88)
55.	Armstrong Utilities	143,807	(2/88)
56.	McDonald Group	142,548	(4/87)
57.	U.S. Cable Corp.	142,126	(3/88)
58.	Cable Systems USA	129,078	(4/88)
59.	Summit Communications	128,498	(4/88)
60.	King Videocable	116,086	(5/88)
61.	Northland Communications	115,226	(4/88)
62.	Bresnan Communications Co.	115,018	(2/88)
63.	Harte-Hanks Communications	113,344	(12/87)
64.	Sonic Communications	111,585	(8/87)
65.	Booth Communications	110,207	(5/88)
66.	Susquehanna Broadcasting	108,034	(4/88)
67.	Midcontinent Cable Systems Co.	96,789	(4/88)
68.	Omega Communications	90,500	(3/88)
69.	WEHCO Video	89,078	(12/87)
70.	United Video Management	86,341	(12/87)
71.	Pencor Services	85,264	(1/88)
72.	Coaxial Communications	84,859	(9/87)
73.	Selkirk Communications	72,800	(4/88)
74.	Enstar Communications	70,097	(4/88)
75.	Rock Associates	67,802	(5/88)
76.	Chambers Communications Corp.	61,471	(12/87)
77.	Mountain Cable Co.	59,746	(1/88)
78.	Insight Communications	58,964	(1/88)
79.	Cardinal Communications	57,724	(5/88)
80.	Hearst Communications of California	55,122	(4/88)
81.	Joseph Gans Cable TV	52,000	(4/88)
82.	State Cable TV	51,939	(3/88)
83.	C-TEC Cable Systems	51,365	(4/88)
84.	Douglas Communications	50,741	(3/88)
85.	Dowden Communications	50,224	(3/88)
86.	Helicon Corp.	50,000	(3/88)
87.	Galaxy Cablevision	48,500	(4/88)
88.	Bachow and Elkin Communications	48,459	(2/88)
89.	Prestige Cable TV, Inc.	48,434	(5/88)
90.	New England Cablevision	47,021	(4/88)
91.	Telesat Cablevision, Inc.	46,930	(3/88)
92.	Donrey Media Group	45,869	(4/88)
93.	Leonard Communications	44,000	(2/88)
94.	CableAmerica	42,337	(5/88)
95.	CableSouth, Inc.	40,600	(2/88)
96.	Acton Corp.	38,500	(10/87)
97.	Ccuntryside Cable	35,000	(2/88)
98.	ParCable	33,379	(4/88)
99.	Mickelson Media, Inc.	29,876	(3/88)
100.	Harmon Cable Communications	29,202	(3/88)

Subscriber counts are provided by MSOs and systems to CableVision. Figures will be updated quarterly unless information is provided by MSOs or systems. Send updates to CableVision, Attn: Candace Drake, Cable Stats, 432 Park Ave. S., Ste. 1005, New York, NY 10016.

Top 100 Systems

Rank	Location	Operator	Basic subs	
1.	Woodbury (Long Island), NY	Cablevision Systems Corp.	300,000	(5/88)
2.	San Diego, CA	Cox Cable	284,343	(3/88)
3.	Manhattan, NY	ATC	245,000	(3/88)
4.	San Antonio, TX	Rogers Cablesystems	221,894	(12/87)
5.	Puget Sound, WA	Viacom	199,800	(3/88)
6.	East Orange, NJ	Maclean Hunter	198,412	(2/88)
7.	Honolulu, HI	ATC	194,000	(3/88)
8.	Portland, OR	Rogers	187,442	(2/88)
9.	Houston, TX	Warner Cable	185,700	(3/88)
10.	Phoenix, AZ	Times Mirror	184,921	(12/87)
11.	Hartford Plainville Vernon, CT	United Cable	175,300	(4/88)
12.	Chicago (suburbs)	Continental	168,000	(4/88)
13.	Wayne, NJ	UA Cablesystems	164,648	(4/88)
14.	Louisville/Jeff. Co., KY	Storer Communications	161,830	(3/88)
15.	Hampton Roads, VA	Cox Cable	158,003	(3/88)
16.	Cincinnati, OH	Warner	157,332	(12/87)
17.	Englewood, CO	United	157,204	(4/88)
18.	Rochester, NY	ATC	156,900	(3/88)
19.	Atlanta, GA	Prime Cable Corp.	153,557	(3/88)
20.	Tulsa, OK	United	152,127	(4/88)
21.	Fairfax, VA	Media General	152,000	(2/88)
22.	Jacksonville, FL	Continental Cablevision	147,000	(3/88)
23.	Cherry Hills, NJ	NYT	145,075	(7/87)
24.	Connecticut Complex	Cablevision Co.	144,529	(4/88)
25.	Orlando,FL	ATC	143,500	(6/87)
26.	Kansas City, MO	ATC	137,000	(12/87)
27.	Buffalo, NY	Adelphia Communications	132,801	(3/88)
28.	Manhattan, NY	Paragon Cable	132,000	(1/88)
29.	San Jose/Campbell, CA	Gill Cable	131,600	(1/88)
30.	Baltimore County, MD	Comcast	130,000	(10/87)
31.	Charlotte, NC	ATC	128,000	(3/88)
32.	St. Louis Co., MO	Cencom Cable	126,390	(4/88)
33.	Memphis/W. Memphis, TN	ATC	126,000	(12/87)
34.	Pompano, FL	Continental	122,000	(3/88)
35.	San Diego, CA	ATC	121,000	(3/88)
36.	Long Island, NY	Viacom	120,700	(3/88)
37.	San Francisco, CA	Viacom	119,300	(3/88)
38.	Austin, TX	ATC	119,000	(3/88)
39.	Seattle, WA	TCI	112,500	(12/87)
40.	Warren, NJ	TKR	109,854	(2/88)
41.	Toledo, OH	Blade Communications	105,470	(10/87)
42.	San Juan, PR	Multivision Cable	104,757	(12/86)
43.	Wilmington, DE	Heritage	102,754	(4/88)
44.	Grand Rapids, MI	UA Cablesystems	102,556	(4/88)
45.	Jefferson Parish/Kenner, LA	Cox Cable	101,919	(3/88)
46.	Dallas, TX	Heritage	101,470	(4/88)
47.	Southeast Michigan	Comcast	100,031	(10/87)
48.	Raleigh/Durham, N.C.	ATC	96,000	(3/88)
49.	Dade/Broward, FL	Storer	95,821	(3/88)
50.	Escondido, CA	Times Mirror	95,374	(12/87)
51.	Richmond, VA	Continental	94,584	(4/88)
52.	Tacoma, WA	Viacom	94,200	(3/88)
53.	Pinellas County, FL	Vision Cable	93,920	(9/87)
54.	Indianapolis, IN	Comcast	92,000	(10/87)
55.	Boston, MA	Cablevision Co.	91,558	(4/88)
56.	Pittsburgh, PA	TCI	91,000	(12/87)
57.	Jackson MS/Monroe LA	ATC	89,000	(3/88)
58.	Nashville, TN	Viacom	88,400	(3/88)
59.	Worcester Complex, MA	Greater Media	88,349	(4/88)
60.	Greensboro, NC	ATC	86,000	(3/88)
61.	Naples, FL	Palmer Communications	85,860	(4/88)
62.	Las Vegas, NV	Prime Cable	85,344	(3/88)
63.	Wichita, KS	Multimedia Cablevision	84,831	(4/88)
64.	Orange County, CA	Times Mirror	83,504	(12/87)
65.	Harrisburg, PA	Sammons Communications	82,179	(2/88)
66.	South Bend, IN	Heritage	80,599	(4/88)
67.	New Orleans, LA	Cox Cable	80,348	(3/88)
68.	Oakland County, MI	United	80,210	(4/88)
69.	Dover, Morristown, NJ	Sammons	80,209	(2/88)
70.	Milwaukee, WI	Warner	80,000	(9/87)
71.	Baton Rouge, LA	Daniels & Assocs.	79,486	(3/88)
72.	South Texas, TX	Heritage	78,723	(4/88)
73.	Indianapolis,IN	ATC	78,000	(3/88)
74.	Albuquerque, NM	Jones Intercable	77,300	(2/88)
75.	Akron, OH	Warner	77,202	(12/87)
76.	Columbus, OH	Warner	75,774	(12/87)
77.	Cleveland Heights, OH	Viacom	75,200	(3/88)
78.	Allentown, PA	Service Electric	75,000	(9/87)
79.	Flint, MI	Comcast	75,000	(10/87)
80.	Hillsborough, FL	Paragon	75,000	(1/88)
81.	St. Petersburg, FL	Paragon	75,000	(1/88)
82.	Melbourne/Cocoa, FL	ATC	74,200	(6/87)
83.	Medford Complex (Boston Suburbs), MA	Warner	74,043	(12/87)
84.	Fayetteville, NC	ATC	74,000	(3/88)
85.	Providence/Warwick, RI	Times Mirror	73,415	(12/87)
86.	Omaha, NE	Cox Cable	73,361	(3/88)
87.	Ocean County, NJ	Adelphia	72,355	(3/88)
88.	Contra Costa Co. CA	Televenta	72,252	(10/87)
89.	Tucson, AZ	Cooke Cablevision	71,234	(3/88)
90.	Lincoln, RI	Heritage	71,197	(4/88)
91.	El Paso, TX	Paragon	71,000	(1/88)
92.	Little Rock, AR	Storer	71,000	(3/88)
93.	Des Moines, IA	Heritage	70,531	(4/88)
94.	Oklahoma City, OK	Cox Cable	70,371	(3/88)
95.	Santa Monica, CA	Century	69,900	(12/86)
96.	Birmingham, AL	ATC	69,000	(3/88)
97.	Madison, WI	TCI	68,000	(12/87)
98.	W.San Fernando Valley, CA	Cablevision Industries	67,870	(4/88)
99.	Winston-Salem, N.C.	Summit Communications	67,844	(4/88)
100.	New Haven, CT	Storer	67,584	(3/88)

NOTE

ONLY THE FOLLOWING PAGES OF THIS

PUBLICATION HAVE BEEN FILMED

Cov. 1, pgs. 4, 6, 28, 29,

60, 72